

Company			
	A Organizational Excellence	B Connectors	C Business Performance
1	Vision/Mission	Human Resources	The Products
2	Governance	The Plan	The Market
3	Intellectual Capital	Production Practices	The Competition

FIG. 1(a)

R&D Organization			
	A Setting the Stage	B Undertaking the Task	C Making the Impact
1	Vision Mission Mandate	Business Relevance	Technology Acquisition/ Transfer
2	Human Resources	Program Management	Corporate Impact
3	Lifelong Learning	Performance Measurement	Public/ Community Impact

FIG. 1(b)

University			
	A Undergraduate Programs	B Graduate And Research Programs	C External Linkages
1	Undergraduate Curriculum	Graduate Program	Links Within The University
2	Undergraduate Student Relations	Research Program	Links To Other National And International Institutions
3	Staff Development	Research Support	Links To Industry And The Community

FIG. 1(c)

Technical Asset			
	A Scientific Strength	B Technological Strength	C Commercial Strength
1	Technical Framework	Commercial Readiness	Market Characteristics
2	Level of Verification	Proprietary Strength	Margin and Profit Potential
3	Excellence of Project Team	Technological Durability	Commercialization Channels

FIG. 1(d)

Performance Area	Performance Criteria	Rating Level A	Rating Level B	Rating Level C	Rating Level D	X	Y
Proprietary Strength	1 Patents	Patent protection on the technology is not planned and/or is not feasible.	Patent disclosures and/or applications have been or could be prepared, but it is uncertain whether there is sufficient novelty to support strong claims.	Patent applications have been submitted to the US and/or other appropriate patent offices. The principal claims are viewed as strong and acceptance by the patent offices is anticipated.	The technology is well protected by strong process and/or product patents, with extensive geographic coverage.	a	1-a
	2. Intellectual Property	There is a dominant IP position in this field held by other parties.	The technology is in a competitive environment with essentially no significant IP position likely to be held by any party.	The technology is in an active field but appears to have the potential to fill a significant IP gap.	The technology is in a relatively virgin field with ample opportunities for strong IP protection.	b	1-b
	3 Trademarks	The technology will not have any specific trademark designation and the marketing approach will have to rely on the intrinsic value of the technology.	Although a distinguishing trademark for the technology is not feasible, it belongs to a family of well-recognized commercial products or services and will benefit from this association.	Attaining a distinguishable trademark for the technology is feasible and should facilitate market introduction.	The technology has its own distinguishable trademark that will significantly increase market acceptability.	c	1-c
	Know-how	No specific know-how is required to commercialize the technology, or if required, has been publicly disclosed.	Some specific, but not overly complex, know-how is required to commercialize the technology. Actions such as confidentiality agreements will be needed to maintain a proprietary advantage.	The technology as publicly disclosed will be difficult to apply commercially without the know-how of the developers.	The technology requires a high level of know-how in its application and it will be almost impossible to apply commercially without this knowledge.	d	1-d
	Technological Improvements	Gradual improvements to the technology will probably occur through further development and these should extend its application and market share, which may extend its life but unlikely its application or market share.	Gradual improvements to the technology is at an early point in the maturity curve and significant improvements are likely which will have major business impacts. There is a high probability of valuable additional intellectual property protection.			Sum X	Sum Y

FIG. 2

Criteria	Letter Rating	Number Rating	X Wt.	Y Wt.	X	Y
1	B	1	0.0	1.0	0.0	1.0
2	D	3	0.0	1.0	0.0	3.0
3	C	2	0.0	1.0	0.0	2.0
4	A	0	0.2	0.8	0.0	0.0
5	B	1	0.0	1.0	0.0	1.0
6	A	0	0.2	0.8	0.0	0.0
7	B	1	0.2	0.8	0.2	0.8
8	C	2	0.0	1.0	0.0	2.0
9	B	1	0.2	0.8	0.2	0.8
10	B	1	0.2	0.8	0.2	0.8
11	B	1	0.5	0.5	0.5	0.5
12	A	0	0.2	0.8	0.0	0.0
13	B	1	0.2	0.8	0.2	0.8
14	C	2	0.8	0.2	1.6	0.4
15	C	2	0.8	0.2	1.6	0.4
16	C	2	1.0	0.0	2.0	0.0
17	B	1	0.2	0.8	0.2	0.8
18	D	3	0.5	0.5	1.5	1.5
19	B	1	0.8	0.2	0.8	0.2
20	B	1	0.2	0.8	0.2	0.8
21	C	2	0.2	0.8	0.4	1.6
22	D	3	0.2	0.8	0.6	2.4
23	C	2	0.2	0.8	0.4	1.6
24	B	1	1.0	0.0	1.0	0.0
25	B	1	1.0	0.0	1.0	0.0
26	C	2	1.0	0.0	2.0	0.0
27	B	1	1.0	0.0	1.0	0.0
28	C	2	0.8	0.2	1.6	0.4
29	B	1	0.2	0.8	0.2	0.8
30	B	1	0.8	0.2	0.8	0.2
31	C	2	1.0	0.0	2.0	0.0
32	C	2	1.0	0.0	2.0	0.0
33	B	1	1.0	0.0	1.0	0.0
34	B	1	1.0	0.0	1.0	0.0
35	A	0	1.0	0.0	0.0	0.0
36	A	0	1.0	0.0	0.0	0.0
37	B	1	0.8	0.2	0.8	0.2
Total			19.4	17.6	25.0	24.0

FIG. 3

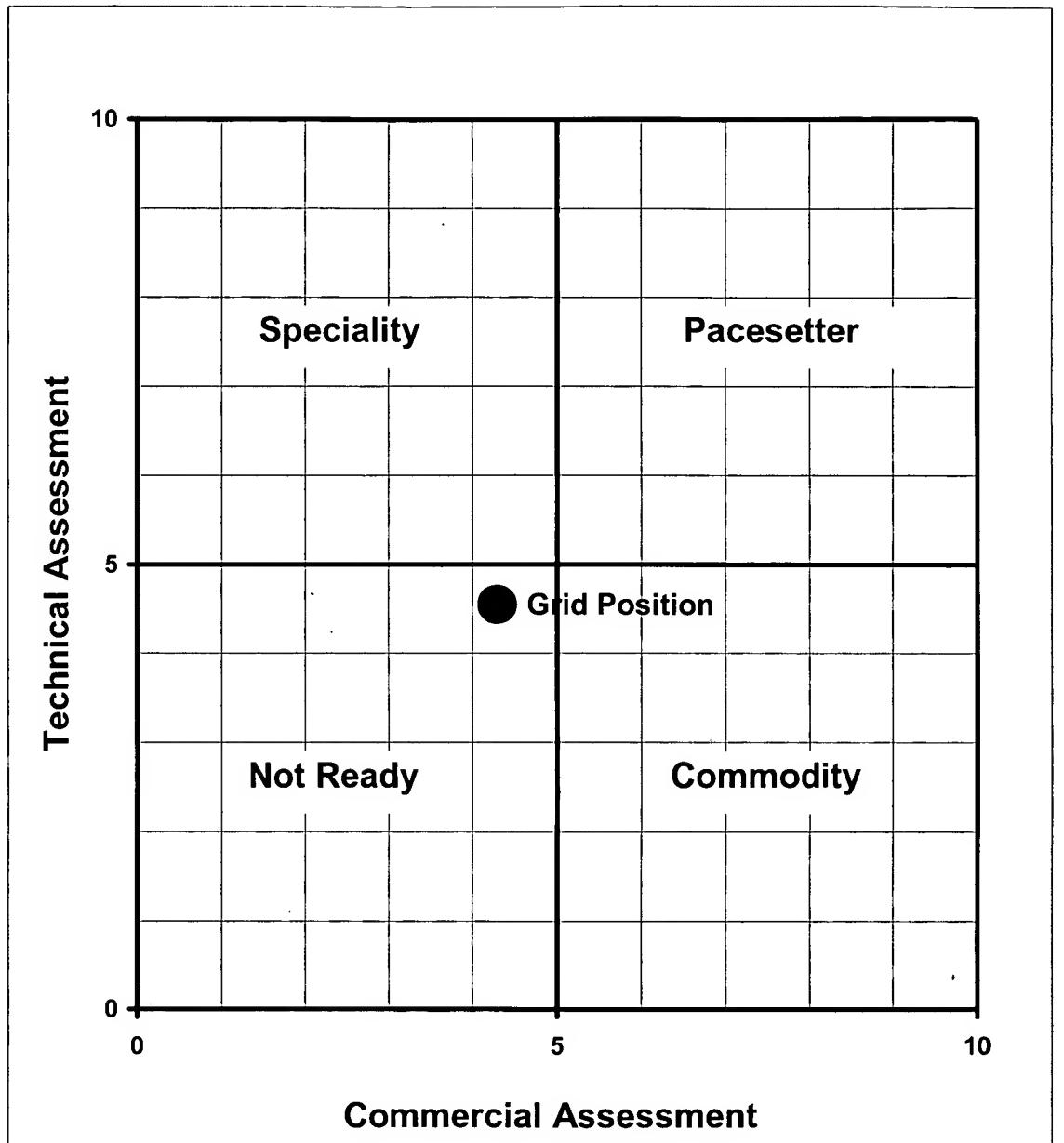


Fig. 4(a)

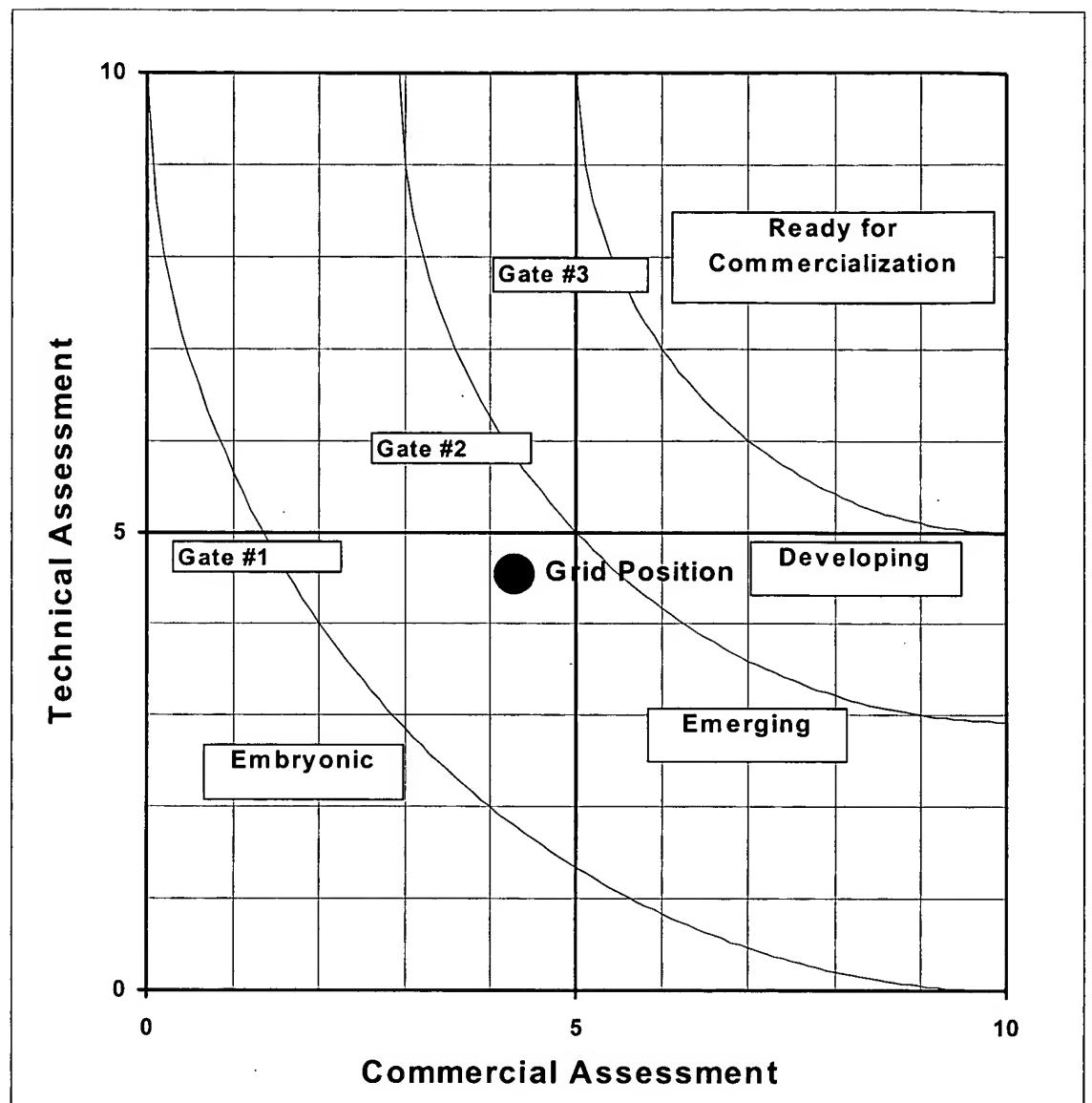


Fig. 4(b)

Tech. #	X	Y	R
7	7.4	7.6	75.0%
10	6.9	7.9	73.5%
8	6.4	7.6	69.4%
3	7.2	5.9	64.9%
9	5.2	7.0	60.0%
1	6.7	5.3	59.4%
6	6.7	5.2	58.8%
4	6.0	5.5	57.4%
2	4.8	4.4	46.0%
5	2.9	3.1	30.0%

Fig. 5

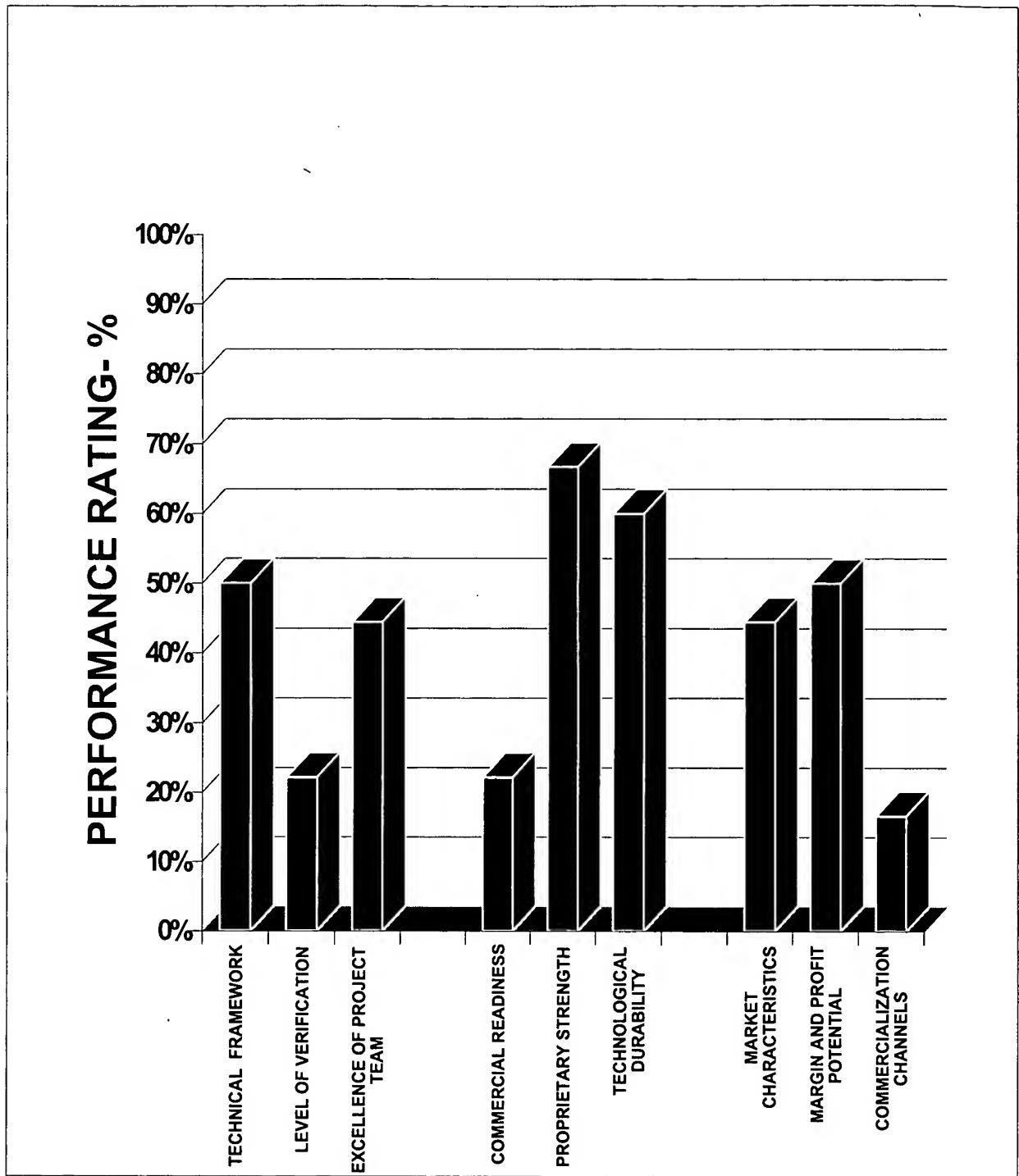


Fig. 6

Pro-Grid - [Application Entry Form v1.2]

File Edit View Insert Format Records Tools Window Help

Application No.	2	Application Status	1	New - Not processed	
Applicant Name	Smith			Title of Proposal	New Device
Organization	Company A			Theme	Manufacturing
Org. Department				Dollars Req.	\$100,000.00
Address				<input checked="" type="checkbox"/> Print Applications	
City	Prov		New Calculate		
Postal Code				Go To	
Telephone	Fax				Setup
E-Mail				Exit	

Applicant Evaluation		Reviewer Evaluation	
Statement 1	A	Statement 5	D
Statement 2	D	Statement 6	C
Statement 3	A	Statement 7	C
Statement 4	D		

Reviewer Name:	A	Code:	1	<input type="button" value="Edit"/>			
Statement 1	C	Statement 5	C				
Statement 2	C	Statement 6	C				
Statement 3	A	Statement 7	B				
Statement 4	C						
Record:	<input type="button" value="<"/>	<input type="button" value="<<"/>	1	<input type="button" value=">"/>	<input type="button" value=">>"/>	<input type="button" value="*"/>	of 6

Record: 1 of 4

Form View

FIG. 7

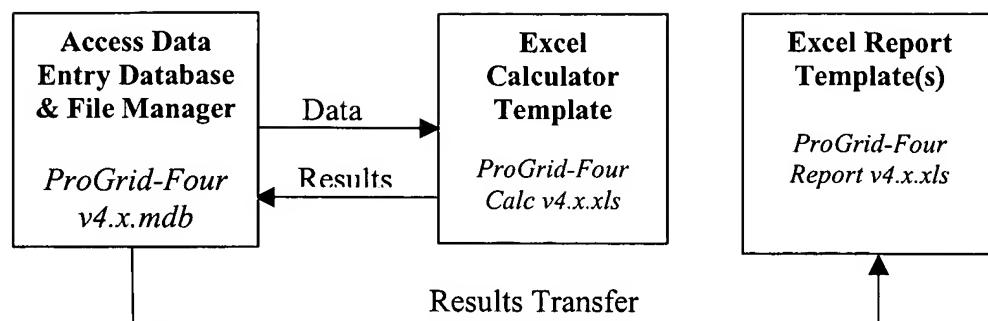


FIG. 8(a)

ProGrid-R&D Demo v1.6.1

Input Project/Poposal Information

Name of Evaluator	Dr. Roger Smith
Proposal/Project	New gasoline additive
Summary or Critique of the Project	A new additive has been discovered which when added to gasoline reduces toxic emissions.

On the next three screens you are asked to assess the Project/Proposal using the performance criteria in the ProGrid-R&D Demo Performance Matrix shown below. To select one of the four Language Ladder statements (A to D) that you believe best describes the Project/Proposal, click on the button beside that statement. If all aspects of a particular statement are not fully met, then select the statement immediately preceding it, e.g., if all the characteristics of a D statement have not been met, then select the C statement. Review your assessment again to see if all the characteristics for the statement that you have selected have been met.

Quality of the Project	Connecting Factors	Benefits/Impacts
The Advance	Project Plan	Technology Transfer
The Researchers	Capacity	Direct Benefits
Validation	Collaboration	Indirect Benefits

[NEXT] [Clear] [Quit]

FIG. 8(b)

The Advance

- A) Will contribute to knowledge in the field of investigation.
- B) Will extend the boundaries of knowledge in the field of investigation in a significant way.
- C) Will lead to major defined advances in the field of investigation.
- D) Will lead to advances of "breakthrough" stature.

The Researchers

- A) The Researchers have contributed to their field of investigation.
- B) The Researchers have undertaken innovative studies that have received national recognition.
- C) The Researchers have made major advances and are recognized internationally as among the leaders in their field.
- D) The Researchers have achieved advances of breakthrough stature and are recognized internationally as pioneers.

Validation

- A) The concept on which the Proposal is based has had only a limited level of testing.
- B) The concept on which the Proposal is based has been tested under a selected range of conditions.
- C) The concept on which the Proposal is based has been validated under a range of conditions with external confirmation.
- D) The concept on which the Proposal is based has been fully validated as an integrated system under all relevant conditions.

[<- Back] [Next >] [Quit]

FIG. 8(c)

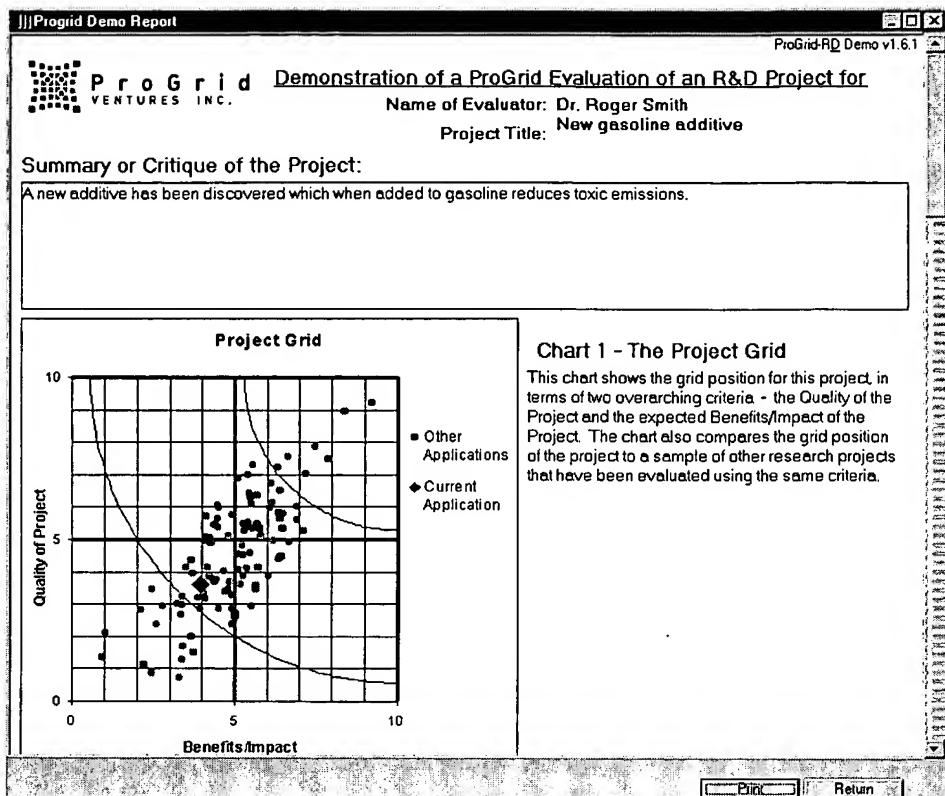


FIG. 8(d)

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
No.	L	R	Xwt	Ywt	X	Y	No.	MS	Xwt	Ywt	X	Y	No.	R	code		MS	
1	B	1	0	1	0	1	1	2	0	1	0	2	1	1	2	1	2	
2	B	1	0	1	0	1	2	2	0	1	0	2	2	1	0	1	2	
3	C	2	0	1	0	2	3	2	0	1	0	2	3	2	0	1	2	
4	C	2	0.2	0.8	0.4	1.6	4	2	0.2	0.8	0.4	1.6	4	2	2	1	0	
5	B	1	0	1	0	1	5	3	0	1	0	3	5	1	3	2	1	
6	A	0	0.2	0.8	0	0	6	3	0.2	0.8	0.6	2.4	6	0	3	2	1	
7	A	0	0.2	0.8	0	0	7	3	0.2	0.8	0.6	2.4	7	0	3	2	1	
8	B	1	0	1	0	1	8	2	0	1	0	2	8	1	2	1	0	
9	B	1	0.2	0.8	0.2	0.8	9	2	0.2	0.8	0.4	1.6	9	1	1	1	0	
10	B	1	0.2	0.8	0.2	0.8	10	2	0.2	0.8	0.4	1.6	10	1	1	1	1	
11	B	1	0.5	0.5	0.5	0.5	11	3	0.5	0.5	1.5	1.5	11	1	3	2	1	
12	B	1	0.2	0.8	0.2	0.8	12	3	0.2	0.8	0.6	2.4	12	1	3	2	1	
13	A	0	0.2	0.8	0	0	13	1	0.2	0.8	0.2	0.8	13	0	1	1	1	
14	B	1	0.8	0.2	0.8	0.2	14	2	0.8	0.2	1.6	0.4	14	1	0	1	1	
15	A	0	1	0	0	0	15	0	1	0	0	0	15	0	0	0	1	
16	D	3	0.2	0.8	0.6	2.4	16	3	0.2	0.8	0.6	2.4	16	3	0	0	3	
17	D	3	0.2	0.8	0.6	2.4	17	3	0.2	0.8	0.6	2.4	17	3	0	1	0	
18	C	2	0.8	0.2	1.6	0.4	18	3	0.8	0.2	2.4	0.6	18	2	0	1	1	
19	B	1	0.2	0.8	0.2	0.8	19	1	0.2	0.8	0.2	0.8	19	1	0	0	1	
20	B	1	0.2	0.8	0.2	0.8	20	2	0.2	0.8	0.4	1.6	20	1	1	1	0	
21	B	1	0.2	0.8	0.2	0.8	21	2	0.2	0.8	0.4	1.6	21	1	1	1	1	
22	B	1	1	0	1	0	22	2	1	0	2	0	22	1	1	1	0	
23	B	1	1	0	1	0	23	2	1	0	2	0	23	1	1	1	1	
24	B	1	1	0	1	0	24	1	1	0	1	0	24	1	0	0	1	
25	C	2	0.8	0.2	1.6	0.4	25	2	0.8	0.2	1.6	0.4	25	2	1	1	0	
26	C	2	0.2	0.8	0.4	1.6	26	2	0.2	0.8	0.4	1.6	26	2	0	0	2	
27	B	1	0.8	0.2	0.8	0.2	27	1	0.8	0.2	0.8	0.2	27	1	0	0	1	
28	C	2	1	0	2	0	28	2	1	0	2	0	28	2	0	0	2	
29	C	2	1	0	2	0	29	2	1	0	2	0	29	2	0	0	2	
30	A	0	1	0	0	0	30	0	1	0	0	0	30	0	0	0	0	
31	C	2	1	0	2	0	31	3	1	0	3	0	31	2	1	1	3	
32	B	1	0.8	0.2	0.8	0.2	32	3	0.8	0.2	2.4	0.6	32	1	1	2	1	
33	C	2	1	0	2	0	33	2	1	0	2	0	33	2	0	1	0	
34	B	1	0.8	0.2	0.8	0.2	34	2	0.8	0.2	1.6	0.4	34	1	0	1	2	

SUM	16.9	17.1	21.1	20.9	Current Position		Future Position	
TOTAL	X=	21.1	X Plot =	4.2	X=	31.7	X Plot =	6.3
TOTAL	Y=	20.9	Y Plot =	4.1	Y=	38.3	Y Plot =	7.5
					Current	Future		
TECHNICAL FRAMEWORK					0.5	0.67		
LEVEL OF VERIFICATION					0.11	1		
EXCELLENCE OF PROJECT TEAM					0.33	0.67		
COMMERCIAL READINESS					0.22	0.78		
PROPRIETARY STRENGTH					0.58	0.67		
TECHNOLOGICAL DURABILITY					0.42	0.67		
MARKET CHARACTERISTICS					0.47	0.6		
MARGIN AND PROFIT POTENTIAL					0.42	0.42		
COMMERCIALIZATION CHANNELS					0.5	0.83		

Fig. 9

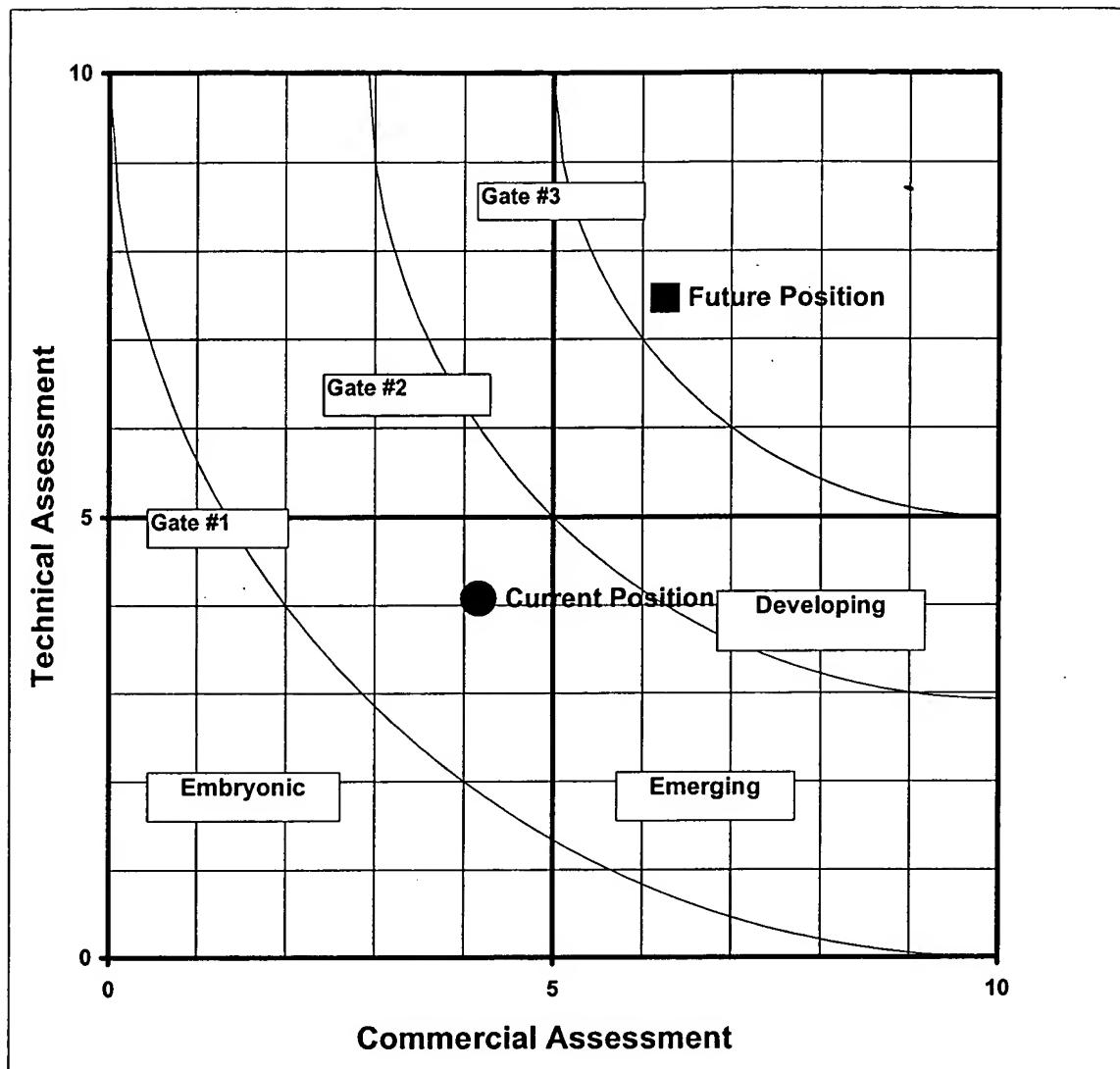


Fig. 10

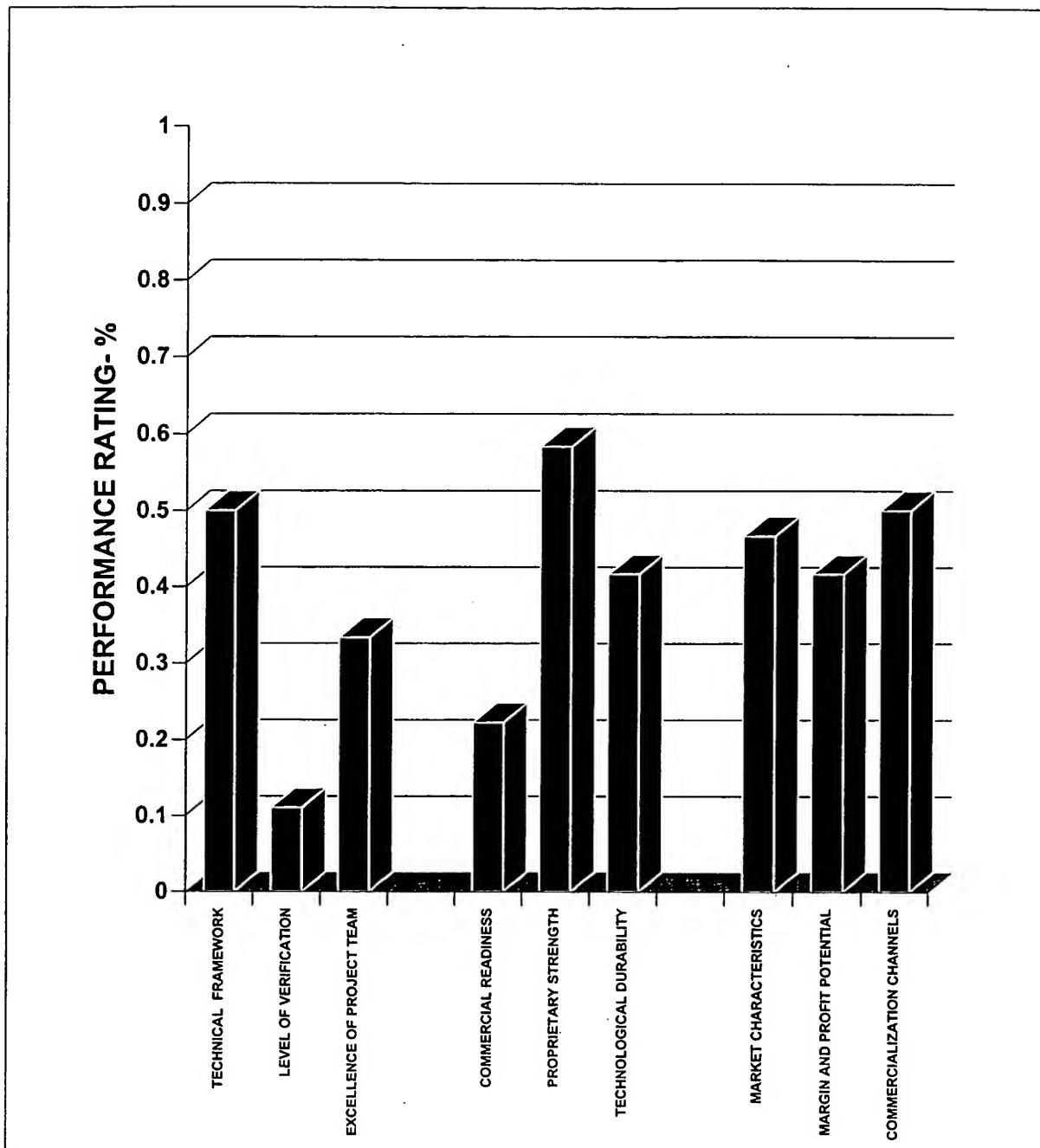


Fig. 11

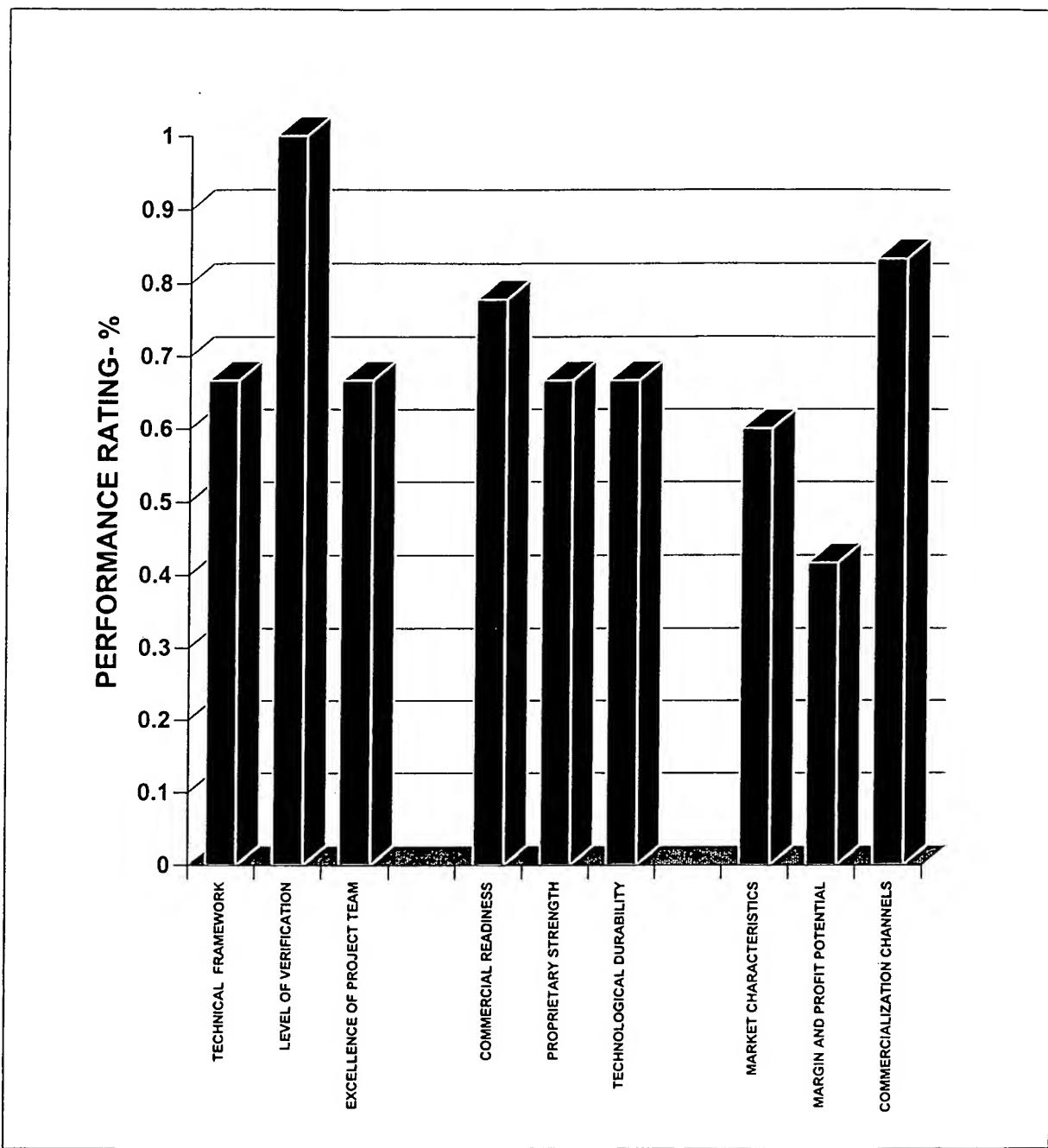


Fig. 12

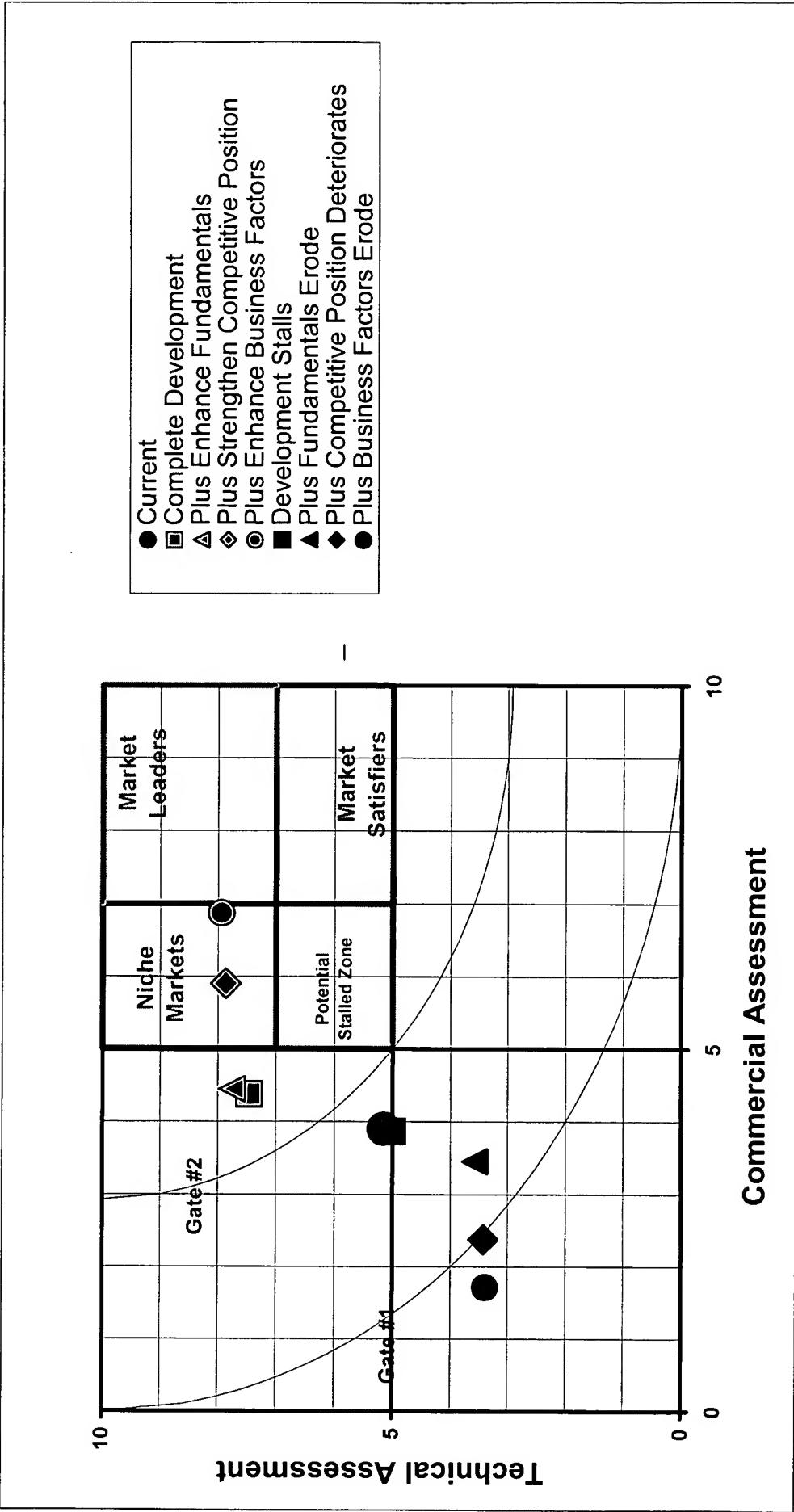


FIG 12(a)

Level Zero Matrix

A Organizational Excellence	B The Enablers	C Business Performance
Vision/Mission	Human Resources	The Products
Governance	The Plan	The Market
Intellectual Capital	Production Practices	The Competition

Level One Matrix

Governance		
Internal Leadership	The Enablers	External Impact
Board of Directors	Organization Structure	Industry Relations
Stakeholders	Audit and Evaluation	Public Relations
Senior Management	Succession and Sustaining	Regulatory and Environmental

Level Two Matrix

Board of Directors		
Composition	Roles/Processes	Impact
Related Experience	Policy	Internal Impact
Achievements	Planning	External Impact
Balance (Internal/External)	Performance	Strategic Impact
Board Participation	Personnel	

Figure 13

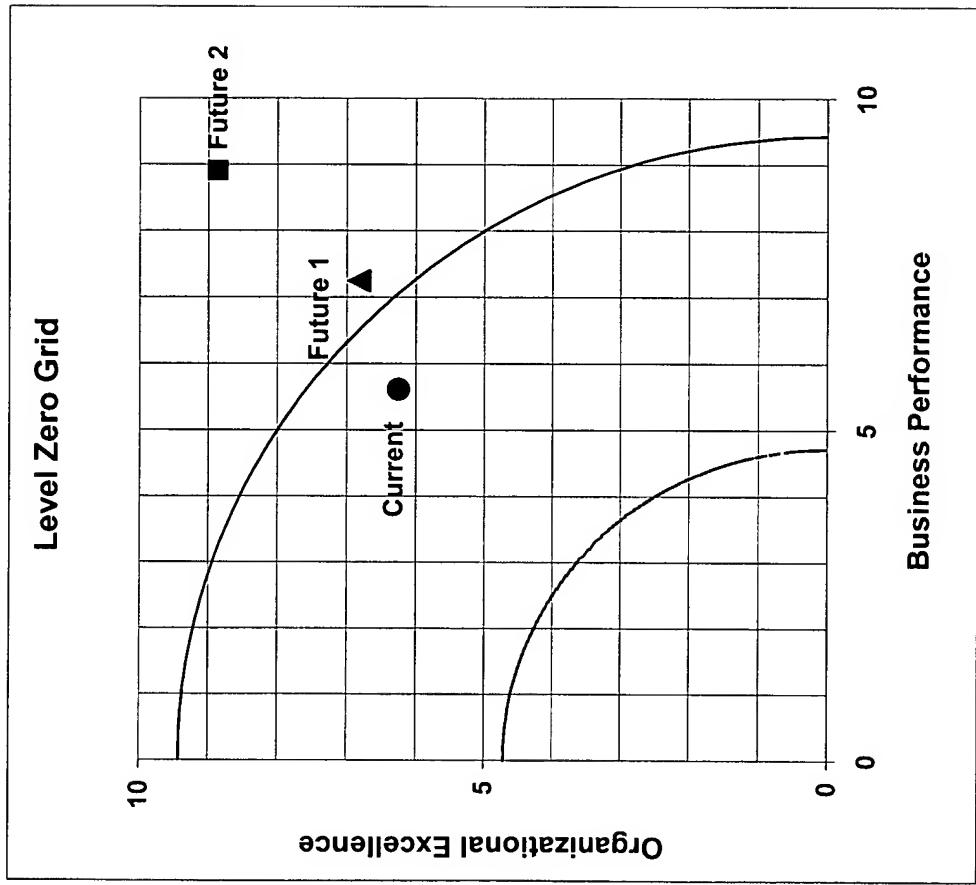
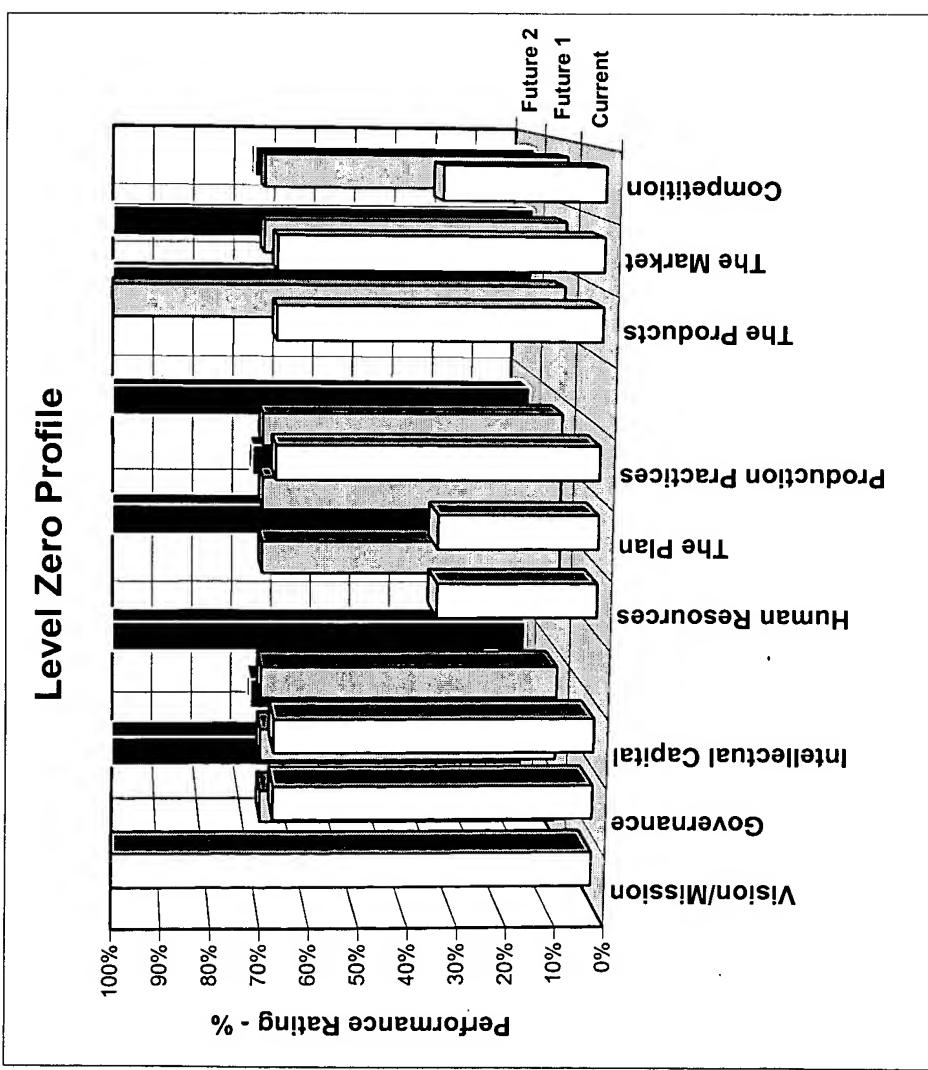


FIG. 14

FIG. 15



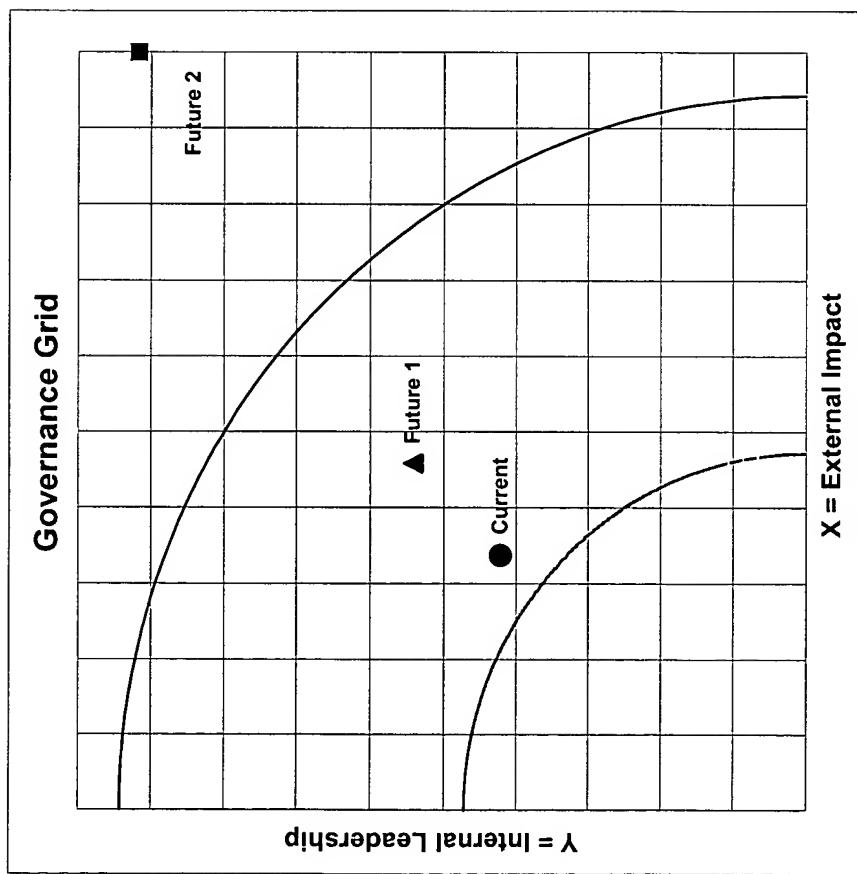
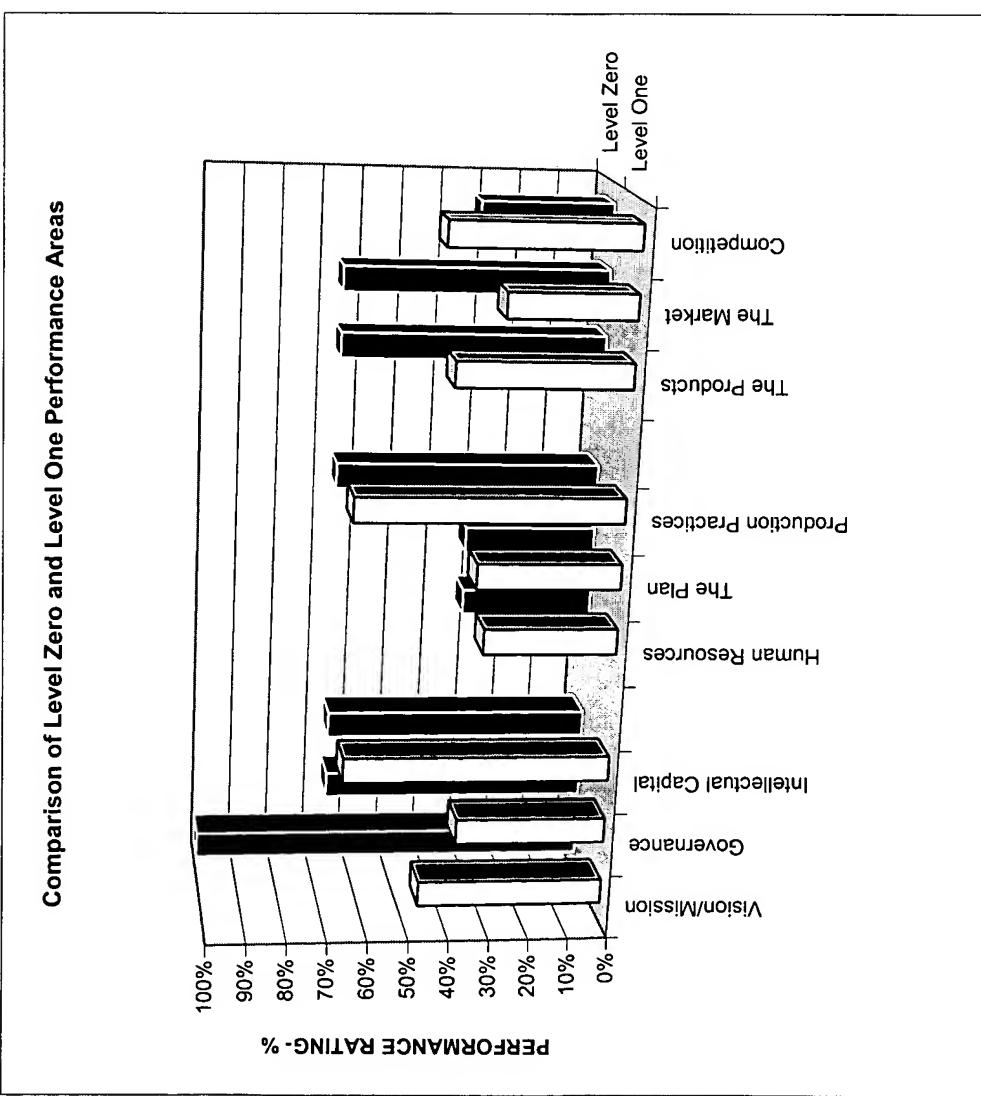


FIG. 16

FIG. 17



	1	2	3	4	5	6	7	8
	Xcell	Ycell	R	Xwt	Ywt	Xorg	Yorg	
Vision/Mission	4.7	4.7	0.47	0.2	0.8	0.093	0.373	
Governance	3.4	4.2	0.38	0.05	0.95	0.019	0.359	
Intellectual Capital	7.1	6.3	0.66	0.3	0.7	0.199	0.465	
Human Resources	3.3	3.3	0.33	0.2	0.8	0.067	0.267	
The Plan	4.7	2.7	0.36	0.5	0.5	0.179	0.179	
Production Practice	6.1	7.2	0.66	0.7	0.3	0.463	0.199	
The Products	5.0	3.8	0.43	0.8	0.2	0.347	0.087	
The Market	3.8	2.7	0.32	0.9	0.1	0.287	0.032	
Competition	4.7	4.7	0.47	0.95	0.05	0.443	0.023	
SUM				4.60	4.40	2.10	1.98	
X Plot		4.56						
Y Plot		4.51						

FIG. 18

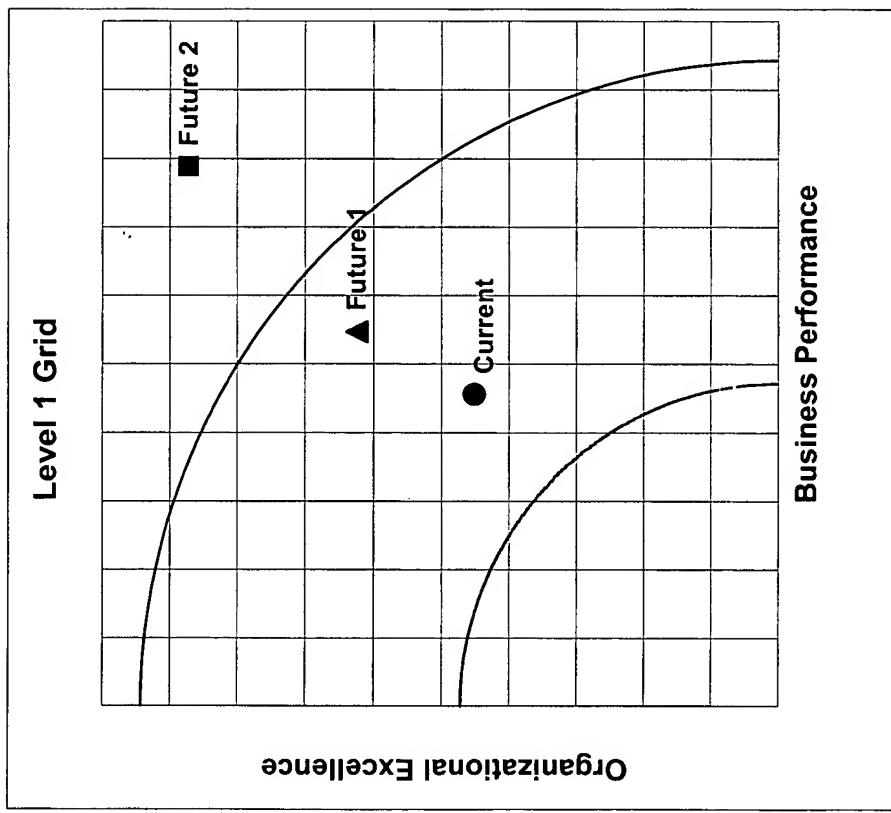


FIG. 19

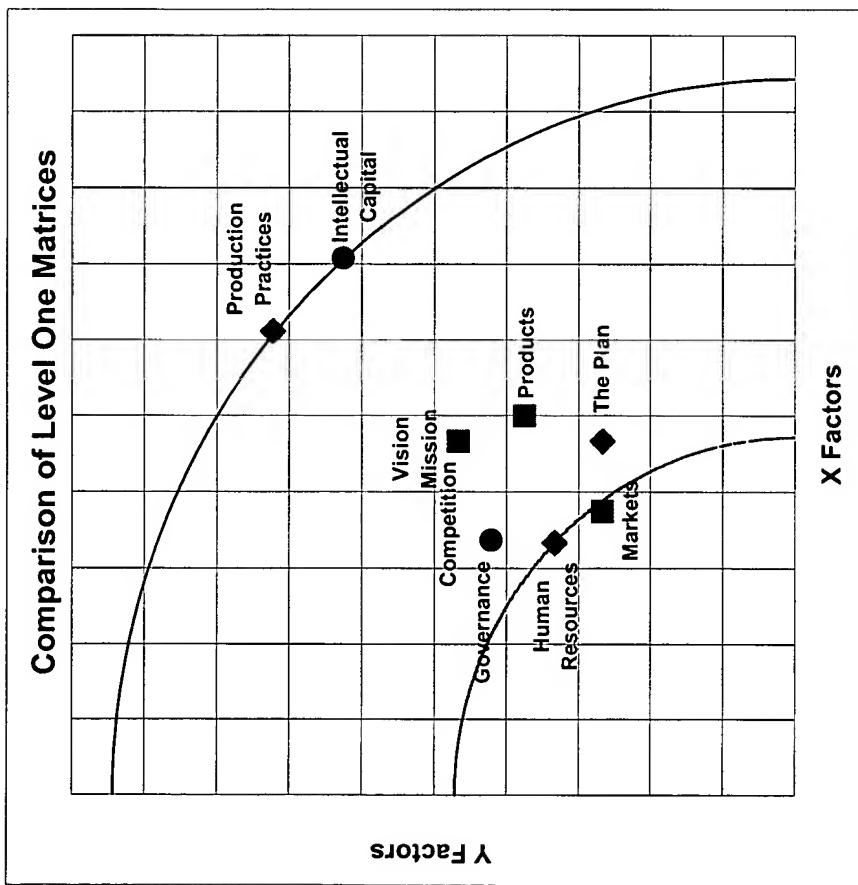


FIG. 20

		Rating	Sc	X WWT.	Y WWT.	X	Y
1	2	3	4	5	6	7	
Governance							
Board of Directors	C	2	0.0	1.0	0.0	2.0	
Shareholders	B	1	0.0	1.0	0.0	1.0	
Management	B	1	0.0	1.0	0.0	1.0	
Organization Struct	C	2	0.5	0.5	1.0	1.0	
Succession Plan	A	0.1	0.5	0.5	0.1	0.1	
Industry Relations	B	1	1.0	0.0	1.0	0.0	
Public Relations	B	1	1.0	0.0	1.0	0.0	
Environment	B	1	1.0	0.0	1.0	0.0	
Total		4.0	4.0	4.1	5.1		

For the Lower Matrix	X= 3.4	Axis Attribution	X= 0.05
	Y= 4.2		Y= 0.95
	R= 38.1%		H= 0.95
For the Upper Matrix	X= 0.200	sin= 0.999	
	Y= 3.809	cos= 0.053	

FIG. 21

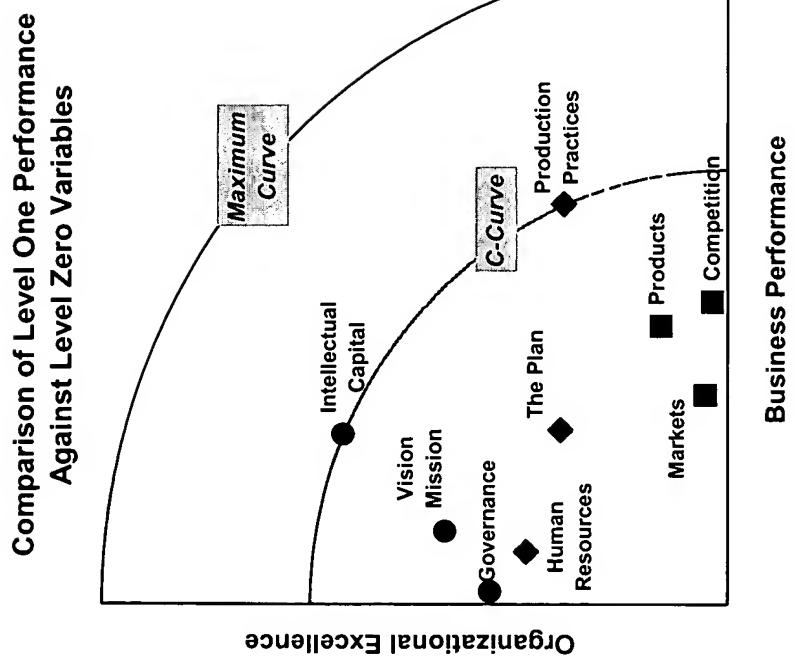


FIG. 22

Performance Area-Technology 1	Criteria	Letter Rating	Number Rating	X Wt.	Y Wt.	Z Wt.	X	Y	Z
Technological Durability	1	C	2	0.5	0.2	0.3	1	0.4	0.6
	2	D	3	0.2	0.8	0	0.6	2.4	0
	3	C	2	0.2	0.8	0	0.4	1.6	0
	4	B	1	0.2	0.7	0.1	0.2	0.7	0.1
	5	B	1	0.2	0.6	0.2	0.2	0.6	0.2
	Sum		1.3	3.1	0.6	2.4	5.7	0.9	

X Plot = 6.2
Y Plot = 6.1
Z Plot = 5.0

R= 57.9%

Performance Area-Technology 2	Criteria	Letter Rating	Number Rating	X Wt.	Y Wt.	Z Wt.	X	Y	Z
Technological Durability	1	B	1	0.5	0.2	0.3	0.5	0.2	0.3
	2	D	3	0.2	0.8	0	0.6	2.4	0
	3	C	2	0.2	0.8	0	0.4	1.6	0
	4	A	0	0.2	0.7	0.1	0	0	0
	5	B	1	0.2	0.6	0.2	0.2	0.6	0.2
	Sum		1.3	3.1	0.6	1.7	4.8	0.5	

X Plot = 4.4
Y Plot = 5.2
Z Plot = 2.8

R= 42.2%

FIG. 23

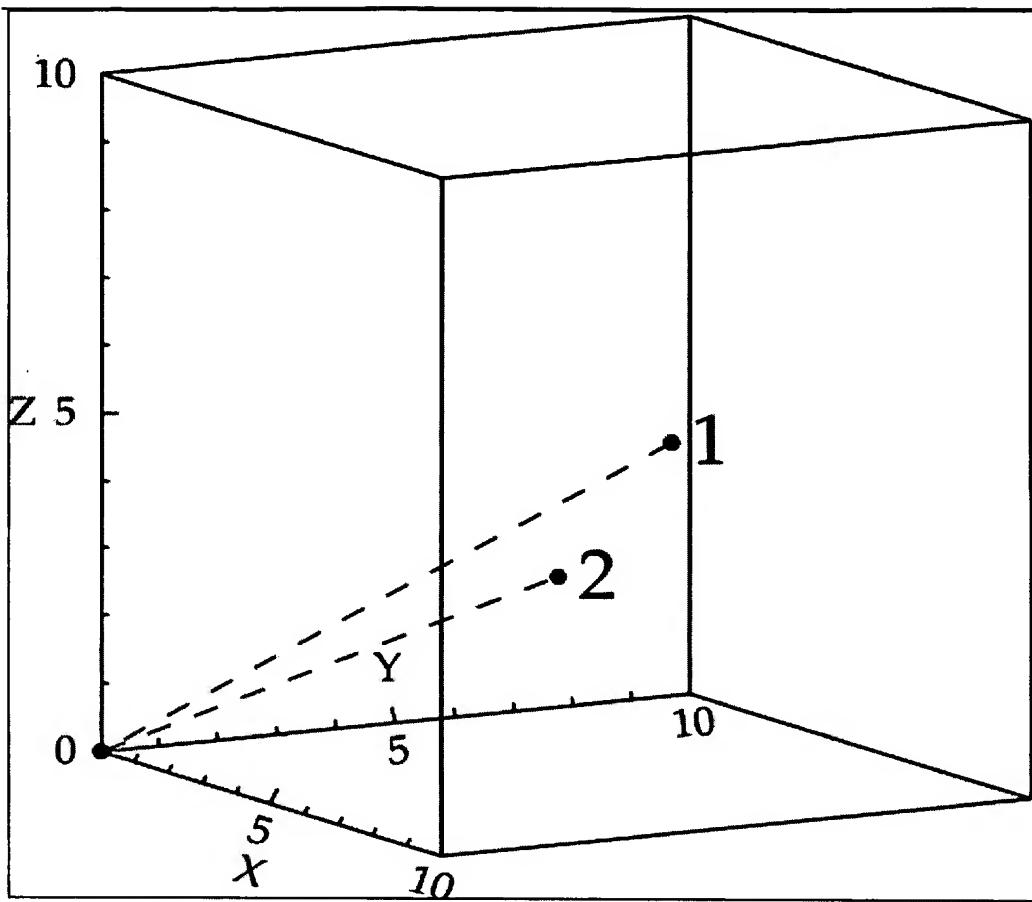


FIG. 24